MERCHANNIA FOR: Deputy Director (Support)

SUDJECT!

: Responses to the Inspector General's Report on Training in the Control Intelligence Agency

- 1. This memorandum is for information.
- A. The Inspector General's report represents a most thorough and companhangive compression of facts, beliefs, and theories pertaining to the evaluation and present status of the training program in CIA. It presents, with elacity and assuresy, the present scope, nature, and reputation of the total training effort in the Agency. Further, it identifies with precision the actual or potential areas of deficiency in our training efforts. Above all, it establiabes the med for continuing studies to ensure that the total training effort of the Agency is adequate to our meds.
- J. The report also contains measures general and specific recommendations. For the most part I me weakle and weedling to estagorisally agree or disagree with those recommendations. This is so because I personally have not the knowledge upon which to base definitive conclusions; in addition, there has not been sufficient time or opportunity to engage in the study and analysis that would be requisite to considered judgments. With these qualifications, I nonetheless attach our survey views on each recommendation involving functions, interests, and responsibilities of the Office of Personnel.
- inherently convey the implication that a policy decision has been reached to expend and improve the training program of the Agency almost without regard to cost in terms of money and manpower. I do not believe such is the case and my interpretation of the Agency with respect to its budgetary and manpower situation is that each significant decision requiring money and manpower will be based upon thoroughly developed and considered programs hald to be of prime importance. In this light, for if any of the recommendations in the require are without significant monetary and manpower implications and the nature and scope of the recommendations are too undefined to permit judgments at this time. For these reasons I would urge that any approval given to specific recommendations in the report be understood to be approvals for planning purposes only and without prior endorsoment of the money and suppower inherently invalved in any plan that might ultimately be forthcoming.
- 5. This leads me to make that I consider to be my most important communits on the report. First, I believe the report fails to identify the key problems of the Office of Training in developing the training program. Both the discussions in the text on the historic development of the CIA training program and the various specific recommendations indicate the major obstacles to the development of a proper training program for CIA. The difficulty is not, as is implied in paragraph 35 (page 6) that "The subordination of the Office of Training to the BD/S has also materially limited the power of the Director of Training to develop and to control unified Apaney training policy." Neither is it because CIA has not concentrated its training responsibilities "in a single authority and clothed with the power of the senior commund." In the contrast.

 the true obstacles are clearly histed at throughout the report. The basis difficulties are two: first, the Agency has historically suffered from functional agreementation and provincialism conscioned by the diversity of its activities and functional and security compartmentation; second, a training program can be no more advanced than the operational doctrine and personnel management program of an organization. Basically, and I think I am correct, I view the training program as a supporting activity - supporting both the operational program and the personnel program, the latter itself only a supporting program.

- 6. The major consistion that I derive from the survey is that there is a need for a mechanism which on a continuing basis will unity at a sufficiently high commed level all officials the do or should have the knowledge to bring into balance the operational, personnel, and training progress of the Agency. I support this conclusion by referring to the recommendations made in the report. Analysis quickly reveals that almost every recommendation requires that officers concerned with Operations, Training, and Personnel outer into joint study of a problem or an alleged deficiency. The hope and expectation expressed is that there will be objective consideration of Agency needs, a reconsiliation of conflicting views, and above all unaminity of determination enong endonceurs components to carry out a determined source of action. I conclude that the most important single action necessary to the maiding of Agency operational, persound, and training progress is the establishment of such a primary mechanism just below the Level of the BCI. I further exhait that the CIA Career Connecti (under another title if desired) is the type of mechanism that can being about emeerted planning and reconciliation of conflicting views and can also inject through existing commend lines the executive instructions that tremslate theoretical policy into practice. In urging that the GIA Career Council be meed as the Agency mechanism to expe with the many facets of the training program, I call attention to the basic interrelationships of the personnel and training program.
- 7. As a result of a recent survey by the IS on Career Service in CIA, a recommendation was made to establish an Agency level Personnel Development Board. The CIA Career Commail recommended to the DCI that such a Board be established under the eagle of the Council. This Board would presumably concern itself with problems, policies, and programs involved in the development of CIA personnel to must personnel requirements at all levels of menagement but especially at the middle and senior levels. This specific recommendation was approved by the DCI.
- d. We are now considering the 10's report on training in CIA. Among the apositic recommendations are two which wase programs of middle career and confor officer training. It is obvious that when we speck of middle career and confor officer training sad of personnel development we actually consern correlives with test a single concept. I have concluded, therefore, that the preferred solution to the problem of developing a training program that is in belance with the operational and personnel management programs of the Agency is to incorporate the training program in the area of consideration of the CIA Career Council. The exact organization is not important. I would suggest, however, that the Career Council he preserved in many and that two submidiary boards be established under its supervision as follows:



- a. A Personnel Development Board to concern itself with the development of policies, programs, and the mechanics of a system for personnel development.
- b. A Training Program Development Board to concern itself with the development of policies, programs, and the memberies of operating and controlling the total Agency training program.

Penetional representation on the Boards would be essentially the same as that of the Carear Council. The Boards themselves, or at their direction responsible functional effices, or at hos task forces, or even standing subsidiary conditions, would study problem areas and develop and recommend policies and programs. Programs reports, policy impasses, and ultimately specific proposals would be subsidied to the Carear Council for massimous approval, modification, or redirection. As appropriate, specific programs or major policy determinations would be referred to the DCI for decision.

- 9. A possible objection to this proposal is that the Firector of Personnel is presently the Chairman of the CIA Career Chancil. Actually, I feel that the DD/8 should be the Chairman in view of the predominantly rupport nature of the matters to be brought to the Council for consideration. I would then recommend that the Director of Personnel be Chairman of the Personnel Development Board and also Executive Secretary to the Council for personnel matters and that the Director of Fraining be Chairman of the Training Program Development Board and Executive Secretary to the Council for training matters. The organizational details are not important at this point. The fact recains that only at the Departy Director level is it possible to reconcile the divergent interests and separating tendencies of CIA and also to direct participation in joint activities with a mangarochial visagedian and to direct and enforce compliance with policies managedian at lower scholoss but determined to be in the best interests of the Agency.
- 10. In closing, I wrose that serious consideration be given to this preposal or some other which will equally well advance the esses of objective and otherive planning of the developmental course the Agency will follow in fature years.

Remott D. Buhols Director of Personnal

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(Comments on Specific Recommendations)

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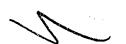
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The DCI authorize and direct the crtablishment of a mis-server temining course for afficers at the 60-12 and -13 level in order to propose them for breaker responsibilities particularly in the field of commod, to refresh their matire-ties in the intelligence service and to breaken their understanding of the intervalationship of Agency functions. (Fegs 149)

Agree in principle.



SCOMMERCATION:

The DUI emthorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating congrammatively policy concerned with intelligence in the V. S. Government generally in heaping with the outline described shows.

COMPANY:

Agree in principle.

M